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POSITION MANAGEMENT PLAN

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POSITION MANAGEMENT PLAN

This publication contains policy, basic requirements, and guidance relating to the position management program for the technicians of the Kansas Army and Air National Guard.

CHAPTER 1

1-1. Authority and Responsibility for Establishing Positions

a. Federal agencies are created by law and Executive Order to accomplish specific missions in the furtherance of national goals. The head of each agency is vested with the authority and responsibility for organizing the agency within this framework and within requirements of pertinent statutes and directives. The Chief, National Guard Bureau, (NGB) and the Directors of the Army National Guard and Air National Guard, through subordinate officials to which they delegate authority, are responsible for structuring the National Guard technician program in a manner which will assure that assigned missions are legally and properly accomplished.

b. The overall management of positions is the responsibility of all operating officials and will be monitored by the NGB and Classification Activities and, in instances of improper utilization of positions, steps may be taken to withdraw the manpower spaces. The Support Personnel Management Office (SPMO) has primary responsibility for position management within the State technician program and shall provide advice/assistance to management concerning technical aspects of the program.

1-2. Policy Governing Establishment of Positions. The policy of the Federal Government, the National Guard Bureau, and The Adjutant General of Kansas is to organize subordinate units in a manner that will provide for the optimum use of manpower resources. Efficient and economical operations are inherent parts of the continuing general management responsibilities of the head of each subordinate organization. These responsibilities are shared in turn by all subordinate management and supervisory personnel who are responsible for the work of others. Limited manpower resources and rising personnel and equipment costs make it increasingly important that human resources and material be economically managed.

1-3. Definitions.

a. Position. The work consisting of all the duties and responsibilities currently assigned or delegated by competent authority and requiring full time or part time employment of one person.

b. Position management. The evaluation of the need for positions and required skills and knowledge, and the organization, grouping, and assignment of duties and responsibilities among all positions that will serve mission needs most effectively and efficiently.

c. Duties. Assigned work tasks to be performed by an individual.

d. Position description. A written record of the major duties and responsibilities assigned to a position.

e. Position review. A review accomplished by the supervisor and employee to determine the accuracy and adequacy of a position description or to develop information for the preparation of a position description.

CHAPTER 2

ASSIGNMENT OF DUTIES AND RESPONSIBILITIES

2-1. Objectives.

a. The primary objective of this plan is to provide the basis for orderly, efficient and economical accomplishment of the work of the Kansas National Guard. This objective requires striking optimum balance among a number of competing factors:

(1) Management's desire for economy and productivity.

(2) The technician's desire for work that is challenging and stimulating, as well as monetarily rewarding, and which provides an opportunity for increasing their skills and advancing to higher level positions.

b. To establish a position management plan within the Kansas Army and Air National Guard which will provide efficient and effective utilization of the technician workforce. To accomplish this, Support Personnel Management Office (SPMO) technician incumbents of the following positions are designated as Position Management Officers:

* **POSITION MANAGEMENT OFFICER**
Position Classification Specialist, GS-0221-09/11

ASSISTANT POSITION MANAGEMENT OFFICER
Equal Employment Manager, GS-0260-09/11

It will be the responsibility of these technicians to insure that the organization is in compliance with this plan.

c. Careful design of positions provides a solid foundation for the selection and utilization of properly qualified technicians at all grade levels. It also assures that assignments requiring higher level and/or scarce skills are concentrated in as few positions as possible; that there is a proper ratio of support positions to professional, administrative, and technical positions and that proper use is made of jobs at all levels in a career pattern to achieve economical operations and provide a source of trained technicians for higher level positions. Thus, careful design of positions provides for balanced and economical staffing.

2-2. Planning a Position.

a. Factors to be considered. It is important to plan each position systemically so that it is logical and consistent internally and fits with other positions into an orderly, productive, and efficient organization. Poor position planning, i.e., poor assignment of duties and responsibilities to a position can result in unsatisfactory productivity, high unit cost, confusion of responsibility, technician dissatisfaction, grievances, and high turnover. Effective position planning involves many factors. The following factors are worthy of special consideration in position management.

- (1) Delegating authority commensurate with assigned responsibilities.
- (2) Establishing a reasonable supervisory span of control.
- (3) Distinguishing supervision from production.
- (4) Making effective use of technician skills.
- (5) Assign duties that are at approximately the same skill level for positions comprised of a variety of duties.
- (6) Concentrate duties requiring special skills or training into as few positions as possible.
- (7) Determining the impact of technological changes in machinery, systems and facilities on manpower requirements.
- (8) Defining the requirements for contacts with others.
- (9) Identifying requirements for training and skills upgrading.

b. Position planning requires an orderly procedure for assigning duties and responsibilities. An analysis must be made of the work to be accomplished and a decision made on production methods to be used. The volume and nature of production to be accomplished may affect the division of work specialization. Also, consider the requirements for supervision and training, specialized technical support, quantity and quality control, and position review and evaluation.

2-3. Position Description. A position description is a written record of the duties and responsibilities assigned to a position; the description must be certified before a technician can be hired. A well designed position has clearly defined operations, tasks, duties, authorities and responsibilities, and provisions for supervisory control and supervisory requirements.

2-4. **Standard Position Descriptions.** A standard position description is a single description used to cover a number of like positions. Whenever a group of substantially identical positions exists, use of a standard position description should be considered. They are particularly effective when the agency desires to use uniform or standardized organization patterns and procedures in different locations where the same activities are to be performed. They may be used where identical work is being accomplished or when differences are only minor or incidental.

CHAPTER 3

ESTABLISHMENT, REVIEW, AND ABOLISHMENT OF POSITIONS

3-1. **Establishment of Positions.** Positions are established by the National Guard Bureau based upon known or projected organizational needs or upon special request from the Adjutant General of Kansas. Authorized or established positions are documented by manning documents issued by NGB. Activity managers have the responsibility for maintaining current manning documents and making them available to first line supervisors. The number of positions which can be filled will be determined by allocations from NGB. The SPMO will pass allocations to activity managers. Activity managers are responsible for maintaining a workforce within these allocations.

3-2. **Elimination of Positions.** Positions which become obsolete because of changes in functions and assignments, organization, methods and procedure or workload should be either abolished or realigned to the needs of the organization. Positions are abolished by submission of a SF-52 to SPMO requesting the position be abolished. Activity managers may request establishment of another position in place of the abolished position, should organizational needs warrant. Establishment of such a position is accomplished by submission of a SF-52 to SPMO requesting Abolish/Establish action.

3-3. Conditions Prerequisite to Filling Positions.

a. SPMO responsibilities. Review every request (SF-52) for recruitment or reassignment to determine:

(1) Whether the duties of the position are accurately described and essential.

(2) If the duties of the position can be absorbed by another position of equivalent or higher grade.

(3) If funding is available to support the position.

(4) If the required number of subordinate positions to support the classification of supervisory, leader, and additive grade small shop chief positions are filled.

(5) Contact the servicing classification activity, when appropriate, prior to staffing any position to ascertain that it is properly classified and not scheduled for abolishment.

b. Management responsibilities. Activity managers will have the responsibility for taking actions affecting position management as follows:

(1) Approve or disapprove action (SF-52) for filling positions.

(2) Attach a certification to the SF-52 or indicate in the remarks of the SF-52 that:

(a) The duties of this position are accurately described.

(b) The position is essential.

(c) The duties of the position cannot be absorbed by an equal or higher graded position.

c. Supervisor responsibilities.

(1) Ensure that positions are accurately described in position description and submit a SF-52 to the SPMO through supervisory channels. A certified copy of the position description will be attached to each SF-52 requesting fill of a position.

(2) When vacancies occur within current manning levels, review organizational structure to determine position and grade to be advertised, taking into consideration upward mobility and affirmative action plans. Where it is determined that a trainee position will be more advantageous to unit operation, appointment will be made at a lower grade and the position description modified by the appointing office with a statement of difference to reflect the duties at the lower grade in which technician is appointed.

(3) When required, selective placement factors will be developed and incorporated in the Employment Opportunity Announcement. The following are examples of appropriate selective placement factors:

(a) Knowledge and abilities pertaining to a certain program or mission.

(b) Proven ability in a functional area, i.e., ability to "meet and deal" or to "write" or "speak".

(c) Geographic mobility.

(d) Military assignment.

Under no circumstances can the selective placement factor be of such a nature that it restricts the number of eligible candidates or favors a particular candidate.

3-4. Annual Review of Positions.

Annual review of all positions is a statutory requirement. The Adjutant General or his authorized representative must certify annually that all positions were reviewed during the previous fiscal year and necessary classification recommendations were made. Each supervisor will:

(1) Review organization and position structure to determine if changes are needed. The need for each position is to be considered, and those found to be unnecessary must be abolished. Positions determined to be necessary must be reviewed to assure that the position description is adequate and the classification proper.

(2) Review each existing position description to determine if it contains a statement of each major duty currently being performed; note any significant change since the position was last reviewed. Document all recommended changes and certify in writing (initials) on the Position Review List printout as provided by the SPMO. Instructions for completing the PRL are contained in Appendix 1.

(3) NGB TPR 312 requires activities to maintain and provide SPMO with organizational charts including all full time manning. Charts should include all positions (State, AGR, Technician). Supervisory lines must be consistent with the supervisory controls stated in the position description. Organization charts are to be submitted with the annual review. A revised organization chart should be submitted anytime there is a change to organizational structure.

(4) Schedule for annual review of ANG technicians positions:

Functional Area	Review to Commence	Due in SPMO
FC 1000 thru 1690/2400 thru 2490 and FC 5810 thru 5820	1 Oct	1 Jan
FC 2100 thru 2122/4000 thru 4170 and 134th TCF (All)	1 Jan	1 Apr
FC 3100 thru 3150/2200 thru 2230 FC 3800 thru 4400	1 Apr	1 Jul
FC 2300 thru 2340/2500 thru 2525 FC 4200, 4220, 4300, 4250, 4751, and HHD Air	1 Jul	1 Oct

(5) Schedule for annual review of ARNG technician positions.

All Organizational (Unit)/SPBS/ and Battalion Supply	1 Oct	1 Jan
MATES/CSMS/Military Academy	1 Jan	1 Apr
State HQ (incl SPMO)/USPFO (incl Warehouse)	1 Apr	1 Jul
Aviation/SMO/OMS	1 Jul	1 Oct

(6) NGB TPR 511.4 requires that periodic cyclic desk audits be conducted by position classification specialists. Desk audits are an essential part of maintaining a sound classification program. They provide the classifier with first hand knowledge of the work and form a basis for making valid classification determinations. A part of the annual position review will include random desk audits to assure these requirements are met. The Position Review List will be utilized by the SPMO as one means of determining which positions will be audited. Managers and supervisors will be notified in advance to coordinate information required for desk audits; such as, (a) requests for organizational charts for the function/activity being audited, (b) current or proposed changes to position descriptions, (c) mission/function statements, and (d) availability of incumbent to position(s). Normally at least two weeks advance notice will be provided the supervisor/incumbent prior to a desk audit.

CHAPTER 4

ADEQUACY AND CHANGE OF POSITION DESCRIPTION

4-1. **Management Uses.** Good management requires that a technicians duty assignments be definitely established, clearly outlined, and thoroughly understood; and that there be no conflicting or overlapping responsibilities. Position descriptions maintained on a current and accurate basis serve as effective instruments of management in that they reflect certified duties, authorities, and responsibilities assigned and performed. Although descriptions are used principally as the basis for classifying positions and consequently serve as one of a number of authorized documents that support the payment of funds for work performed, their use by management officials extends to other administrative areas. These may include instruction, training, supervision of technicians, preparation of estimates and flow of work, and the execution of programs designated to ensure that the highest skills and abilities are being effectively used consistent with management needs.

4-2. Required Certification. SPMO copies of new or redescribed position descriptions will be certified on the OF 8 Form at the level of work being performed. The required certification that the position description is an accurate statement and that the position is necessary to carry out Government functions will be made by the immediate supervisor (block 20a) and an appropriate higher level supervisor to manager (block 20b). The incumbents signature in block 19 is not required. No SF-52 should be issued to fill a new or redescribed position without such certification.

4-3. Changes to Position Description. Changes to position descriptions are normally accomplished during the annual review.

a. Authority to classify National Guard technician positions is delegated to the Chief, Office of Technician Personnel (NGB-TN); the Compensation and Classification Division (NGB-TNC); and the National Guard Classification Activities (NGB-WCA). Support Personnel Management Offices (SPMO) have limited authority to classify positions and to publish lower graded statements of differences to standard position descriptions.

b. If the position description requires only minor changes an addendum or Statement of Difference may be proposed and submitted to SPMO. An addendum or a statement of difference may be prepared for a position description for any one of several reasons; e.g., to differentiate between organizational locations of otherwise identical positions, to place an additional duty (i.e., EEO Counselors, Program Managers or other special emphasis program duties) in one or more identical positions and to temporarily lower the grade of a position to aid recruiting and/or fill at trainee level (particularly helpful in such areas as upward mobility). SPMO should be contacted for procedures on preparing a Statement of Difference.

c. Positions with major changes require an entire new position description. Approval from the Classification Activity, the Compensation and Classification Division, Manpower, and the Office of Primary Responsibility (OPR) must be obtained prior to a new position description being authorized. When a new position description is required, SPMO should be contacted by the activity manager for submission procedures and documentation.

CHAPTER 5

CLASSIFICATION APPEALS

5-1. NGB Job Grading Appeals System for Technicians Employed Under the Federal Wage System (FWS) (NGB TPR 532-1).

a. General. Technicians employed under the FWS may appeal the grade, title or series of the job they officially occupy, or the coverage of their positions under FWS. There must be agreement between the technician and the supervisor that the position description is accurate. When disputes concerning the description of duties arise, they must be resolved outside of the appeal channel. Final adjudication cannot take place until an accurate position description is implemented. Such cases should be handled as requests for redescription and/or reclassification rather than as classification appeals.

b. Appeal Letter. Technicians covered under the FWS must appeal to NGB first and subsequently to the Office of Personnel Management (OPM), if desired. The technicians appeal letters must include:

(1) The appellants name, location of official headquarters, and the exact location in the organizational structure of the unit in which employed. An organizational chart must also be furnished showing where and how the position fits into the organizational structure.

(2) The present title, series, grade, and position number of the job to which officially assigned.

(3) The titles, series, and grade that the appellant considers proper.

(4) Reasons why the present classification is considered incorrect, and justification for the classification considered correct by reference to appropriate OPM Job Grading Standards.

(5) A signed statement that the appellant considers the official position description to be a complete and accurate description of the work.

c. Filing the Appeal. A technician is encouraged to consult with the supervisor and the SPMO for advice and assistance on the procedural aspects of preparing an appeal, and may examine those official documents pertinent to the case.

5-2. NGB Appeal Procedures for Technicians Employed Under the General Schedule (NGB TPR 511.6).

a. General. Technicians employed under the General Schedule may appeal the grade or series of the position officially occupied or the coverage of the position under the General Schedule. There must be agreement between the technician and the supervisor that the position description is accurate. When disputes concerning the description of duties arise, they must be resolved outside of the appeal channel. Final adjudication cannot take place until an accurate position description is implemented. Such cases should be handled as requests for redescription and/or reclassification rather than as classification appeals.

b. Appeal Letter. The technicians appeal letter must include:

(1) The appellants name, location of official headquarters, and the exact location in the organizational structure of the unit in which employed. An organizational chart must also be furnished showing where and how the position fits into the organizational structure.

(2) The present title, series, grade, and position number of the position to which officially assigned.

(3) The title, series, and grade that the appellant considers proper.

(4) Reasons why the present classification is considered incorrect and justification for the classification considered correct in reference to appropriate OPM position classification or job grading series.

(5) A signed statement that the appellant considers the official position description to be a complete and accurate description of the work.

c. Filing Options. Technicians covered under the General Schedule may appeal to the NGB and subsequently to OPM, or they may appeal directly to OPM. Technicians are urged to file their appeal first through NGB channels. However, if they prefer to appeal directly to OPM, they may request the SPMD to furnish information on the procedure to be followed and the address of the appropriate OPM office. General Schedule technicians who appeal directly to OPM lose the right to appeal through NGB channels. Technicians are encouraged to consult with the supervisor and the SPMD for advice and assistance on the procedural aspects of preparing an appeal and may examine those official documents pertinent to the case.

CHAPTER 6

POSITION MANAGEMENT AND CLASSIFICATION RESPONSIBILITIES

6-1. Support Personnel Management Office Responsibilities.

a. Designate a Position Management Officer, and Assistant to serve as principal advisors to management on this program.

b. Insure compliance with Position Management Officer duties and responsibilities.

c. Monitor position description compliance and request changes through Western Classification Activity when standardized position descriptions are inadequate.

d. Contact the Western Classification Activity prior to staffing any position to ascertain that it is properly classified and not scheduled for abolishment.

e. Restructure positions to lower grades, when practical, for economy and to provide upward mobility.

f. Ensure that supervisory positions, to include Small Shop Chief positions, are responsible for the day-to-day supervision of the required number of subordinates before staffing the position at the authorized grade level. Also, process reclassification actions when the number of onboard subordinates falls below that required to support the grade of + higher level (WS, WL, or Small Shop Chief) positions.

h. Review every request (SF-52) for recruitment or reassignment to determine:

(1) Whether the duties of the position are accurately described and essential.

(2) If the duties of the position can be absorbed by another position of equivalent or higher grade.

(3) If funding is available to support the position.

(4) Advise the Personnel Officer of individuals who are in a grade retention status who may be qualified to fill the vacant position. Personnel who are in a grade retention status, as a result of reclassification or reduction-in-force action, must be considered for positions as they are qualified both as a technician and militarily, and must be of an equivalent or intervening grade.

i. Examples of other actions to be accomplished by the Personnel Management Officer or the Assistant Personnel Management Officer are:

(1) Provide recommendations to Western Classification Activity for assistance on improved organization structuring.

(2) Request the elimination of any position determined to be unnecessary.

(3) Consider the restructuring of positions to lower grades for upward mobility and economy purposes.

(4) Conduct annual position reviews each fiscal year, and report findings to classification activities by 15 November.

(5) Perform other position management duties as required.

6-2. Manager Responsibilities. Activity managers will have the responsibility for taking actions affecting position management as follows:

a. Initiate procedures to modify position management structures in order to meet mission requirements, improve efficiency, improve economy, or to meet local requirements.

b. Approve or disapprove requests for action (SF-52) which affect organizational structure such as recruiting for vacancies, restructuring positions to lower grades, eliminating positions, or establishing new positions.

c. Review the position structures periodically to determine that the organization is not unnecessarily split into too many small organizations, does not have too many levels in the chain of command, has no unnecessary positions, and does not have more supervisory positions than are necessary.

6-3. Supervisor Responsibilities.

- a. Ensure that positions are accurately described in position descriptions.
- b. Ensure that incumbents are performing the full range of duties and responsibilities of their official positions description.
- c. Recognize changes in position content, and recommend revisions thru supervisory channels to the SPMO.
- d. Become familiar with the principles and procedures of position management, and explain them to technicians as needed.
- e. Inform technicians of classification actions affecting them.
- f. Review all vacant positions, as well as positions that later become vacant, to determine if the duties can be eliminated, assigned to other positions, or modified to permit filling at a lower grade.
- g. Provide up-to-date organizational charts to the SPMO including all full-time manning.
- h. Review position descriptions of occupied positions no less than annually to insure they adequately and accurately describe the major duties of the position, certifying that each major duty is currently being performed. Submit changes to the SPMO who will review and make appropriate recommendations and forward through channels to Western Classification Activity.

THE PROPONENT OF THIS PAMPHLET IS THE OFFICE OF THE ADJUTANT GENERAL OF KANSAS. USERS ARE INVITED TO SEND COMMENTS AND SUGGESTED IMPROVEMENTS TO THE ADJUTANT GENERAL OF KANSAS, ATTN:; SPMO, P.O. BOX C-300, TOPEKA, KANSAS 66601-0300.

FOR THE ADJUTANT GENERAL:



DENNIS L. ELLIOTT
COL, GSWT, KSARNG
Support Personnel Management Officer

DISTRIBUTION:

A & E

1 ea Supervisor/Manager

APPENDIX A

INSTRUCTIONS FOR USE OF POSITION REVIEW LIST (PRL)

1. A Position Review List (PRL) printout will be provided each activity/function at the first of each calendar quarter in accordance with the schedule shown at paragraph 3-4.
2. The supervisor will carefully review each position description in light of current operating parameters and the duties officially assigned and actually performed by each incumbent. Such survey should include as a minimum such consideration of all factors as will permit accurate answers to the questions at the heads of the first two columns under "Supervisors Action" on the PRL and a discussion with the incumbent of the job description/position description in comparison to the duties actually performed by him/her. The employee will, as a part of such a discussion, be asked to initial the third column. Note: The employees on the form do not express agreement or disagreement with the position description content, the classification or the duty assignment. Withholding of initials will accomplish nothing, as the supervisor may initial in such cases as well as when the position is vacant.

1. The supervisor conducting the survey will prepare a proposed and more nearly accurate position description for all positions for which the answer in the second column is "No." This will be attached to the PRL. When the supervisor conducting the survey has completed the review of all positions for which responsible, he/she will sign each sheet of the PRL in the appropriate block and forward them to the supervisor reviewing the survey (usually the second level supervisor).
4. When the PRLs are all completed for the organizational entity being surveyed, they will be forwarded to the SPMO. The Position Classification Representative will review the PRLs and then arranged details of on-site positions reviews if deemed necessary.

